

**SPECIAL MEETING
BOARD OF MAYOR AND ALDERMEN
IN JOINT SESSION WITH
BOARD OF SCHOOL COMMITTEE**

June 4, 2007

5:00 PM

Mayor Guinta called the meeting to order.

Mayor Guinta called for the Pledge of Allegiance, this function being led by School Committee Member Beaudry.

A moment of silent prayer was observed.

The Clerk called the roll. There were ten Aldermen and seven School Committee Members present.

Present: Aldermen Roy, Gatsas, Long, Pinard, O’Neil, Lopez, Shea, DeVries,
Garrity, Thibault
School Committee Members Stewart, Regan, Herbert, Langton,
Gelinias, Kruse, Domaingue (arrived late)

Absent: Aldermen Duval, Osborne, Smith, Forest
School Committee Members Leonard, Labanaris, Soucy, Kelley, Kruse, Cote,
Ouellette

Mayor Guinta stated the purpose of the joint meeting is for both Boards to hear a presentation from the Mayor’s Youth Advisory Council regarding “All Roads Lead to Graduation” which is a report culminating this evening after several months of extremely hard work by the Mayor’s Youth Council...I very much appreciate the hard work that you put into this and we are pleased to listen to your presentation. So with that I will turn it over to the Youth Advisory Council.

Council members introduced themselves as follows: Ms. Ashley Pratte, Chair of the Mayor’s Youth Advisory Council or MYAC for short. Ms. Allison Fink, Vice Chair of the Mayor’s Youth Advisory Council.

Ms. Fink stated we are here tonight to present our white paper...All Roads Lead to Graduation: A Youth Perspective and also to report on the work that MYAC has accomplished during the 2006-2007 school year. Before we begin we would like to thank our graduation seniors for their commitment to the mission of the Council. Could each member please come to the front as we call his or her name to receive a small token of our gratitude. Nguyen Doan, Victoria Adewumi, Shawn Morris, David Roy and Nicholas Tatsis.

Thank you for all that you've done to strengthen the voice of youth in our City we will really miss you next year. We would also like to briefly introduce our new and returning members for next year. Please rise when we call your name. Our returning members on the Council will be Sarah Tyer, Rachel Hedge, Joshua Dolman, Kayleigh Cassidy, Paige Beleski and myself Allison Fink. Would the following students please stand up...our new members from the 2007-2008 year are...Tabitha Dreckman, Colleen Garrity, Atonah Jacobi, Brady Manning, Frinse Manson, Sara Topol and Sean VanAnglin...congratulations guys. The Advisory Assistant for the 2007-2008 year is Nicholas Terrasi.

Ms. Pratte stated the Mayor's Youth Advisory Council was founded in 1999 to provide the City of Manchester with a youth perspective on public policy; it also works to foster a strong sense of community spirit. The Council provides youth with an opportunity to better understand how the local political process works. It also offers Manchester's youth a voice in how City government operations.

Ms. Fink stated our major projects for this year were the Weed 'N Seed Block Party which we participate in every September and it takes place down across from the park at Gill Stadium and there we will help out with the inner-city kids and get to paint their faces and stuff and it's just basically a prevention program that we take part in and we assisted in the Community Improvement Program/CIP budgeting process every year which we really look forward to and that really gets the youth voices heard in City government and we participate in State Senate and Executive Council debates which we all organized and that took a lot of hard work this year and we also participated in the Makin' It Happen Dropout Summit where we were asked to give a speech on the work we've done this year with our white paper and our All Roads Leads to Graduation white paper, we met with the Hampton Youth Coalition in Hampton, Virginia.

Ms. Pratte stated each June, MYAC members gather to plan the agenda for the upcoming year. This year, the group decided to focus on increasing the graduation rate in Manchester. While this is a local youth driven and youth inspired project the goal was to make recommendations for policy and practice change that could be implemented on a regional and national level. We believed from the beginning that as youth our findings and conclusions could be valuable to City leaders in a way that no other groups could. During September and August of 2006 the Mayor's Youth Advisory Council wrote a grant proposal to the Norwin S. and Elizabeth N. Bean Foundation...this was a long and tedious process. Ultimately MYAC received funding from the Charitable Foundation to conduct research, convene focus groups and produce a white paper.

Ms. Fink stated in order to fully understand the scope of the problems in our City we first realized that we would have to gather information from a wide variety of sources. First, we researched the quantitative data and the existing dropout prevention programs that were already in place in our City and in local areas. Thank you to the Manchester School District,

Dr. Paul Harrington, the Manchester Economic Development Office, the State of New Hampshire Department of Education and the American Youth Policy Forum for their valuable information and insight. Next we went directly to our community's constituents. We held six focus groups in order to hear the opinions of parents, teachers, school administrators, community-based service providers, elected officials and youth both current students and youth who have dropped out of school. Overall we heard the voices of over 200 Manchester citizens on this issue.

Ms. Pratte stated Makin' It Happen Dropout Summit presentation...after conducting our focus groups we were asked to speak at the Makin' It Happen Dropout Summit at Southern NH University. Here we spoke about our project and what we had accomplished so far and what our next steps were. Our visit with the congressional delegation in Washington, DC...the Mayor's Youth Advisory Council went to Washington, DC during our February break and met with the congressional delegation. We met with our New Hampshire congressional delegates, we discussed legislative recommendations that might increase the graduation rate in Manchester and across the country. Our presentation to the combined meeting of the Mayor and Board of Aldermen and Manchester Board of School which we are holding tonight. From all of our research we developed a series of recommendations for steps that we believe would increase the graduation rate in Manchester. As you'll see in our white paper we divided our recommendations into three parts: recommendations for community partners, recommendations for the Board of Mayor and Aldermen and the Manchester Board of School and recommendations for the congressional delegation in Washington. I'll begin by summarizing our recommendations for community partners. Number one have the youth involved in setting up an agenda that makes sense. We recommend that community-based organizations and service providers publicize and formalize the involvement of youth in the planning, development and implementation of any initiatives that seek to address increasing the graduation rates in Manchester schools. We live with the consequences daily of the decisions made about our education. Because we live it, we know better than anyone what is progressive and what is regressive in the realm of education. We believe that our voice is vital in order to create lasting solutions. Number two...implement a system to provide stronger relationships between students, teachers, parents and the wider community. We recommend implementing peer-to-peer tutoring and mentoring systems within the schools to improve relationships between students who are succeeding in schools and students who are at risk of dropping out. By giving the students the chance to be role models and teachers for their peers, all students would feel more attached to their school communities. We also recommend that the power of student government be strengthened. Communication between parents and teachers with the representatives on student government should also be strengthened. When students feel empowered to create change in their school communities, they are more likely to remain in school. Formalizing and focusing communication mechanisms between student government and its partners will increase the likelihood of a more cooperative effort to increase graduation rates. Number three...use community resources to enforce attendance. We

recommend that businesses be involved in supporting truancy laws in the city. For example, during school hours, if a school-age student enters a store or restaurant, business owners should be allowed to question the student about why he or she is not in school, and, if necessary, report the student to school officials. We also recommend a truancy hotline that would be used by community members to report truant youth around the city. This will allow the community members to be involved in the solutions instead of feeling helpless to change the situation. We recommend that the City investigate other communities where similar systems have been implemented, in order to make this initiative effective.

Ms. Fink stated our recommendations for the City of Manchester, Mayor, Board of Aldermen and Board of School. One...pass a resolution that strengthens the role of youth in policy development to increase graduation rates and school performance. We strongly believe that students should have a voice in affairs that impact them on a day-to-day basis. We recommend that the Board of Mayor and Aldermen and the School Board mandate youth involvement in any decision-making that impacts youth. We also recommend a closer relationship and stronger dialogue between student government and elected officials, so that youth concerns on educational matters can be voiced. We request that the Board of Mayor and Aldermen and the Board of School resolve to produce an annual report of the status of schools in collaboration with members of the following groups: The City of Manchester Mayor's Youth Advisory Council, members of high school student governments and representatives of the Manchester School District. Number two...increase capacity of existing alternative education programs. From our conversations with youth, teachers and parents, it is clear that not all students learn in the same fashion. We recommend expanding the capacity of the existing alternative education programs in the City of Manchester, such as the Ombudsman and PASS programs. We believe that these programs are successful alternatives to standard education, and with the resources to expand capacity, these programs could help even more students. Number three...pass a resolution to partner with the Mayor's Youth Advisory Council (MYAC) to explore other options for alternative education. We believe that students should be involved in creating new alternative education resources that do not currently exist in the City of Manchester. We recommend that the Board of Mayor and Aldermen and the Board of School partner with MYAC to research possibilities for alternative education, and that within one year, this group of youth and elected officials will have developed precise recommendations for exactly what Manchester needs in terms of alternative education. We request that you pass a resolution to ensure the success of this endeavor.

Ms. Pratte stated number four...make class scheduling less complex and confusing. Manchester's high school students are faced with scheduling choices that are more complex than college or university settings. We recommend that the school administrators create automatic scheduling of the classes that students have to take each year in order to graduate as is done in many universities, and then allow for free periods to fill in the other slots with electives. Over and over we heard about issues involving students who were close to

graduation, but the rules had changed and now they were faced with summer school or staying back a year in order to get in their required classes. We do not feel that this sends a very strong message about what adults really want. If the goal is an education, then the process should be less complex, not more.

Ms. Fink stated number five...address the legacy effect. We define the legacy effect as the idea that parents' education has a significant impact on whether or not a student will graduate. If a parent places a high value on education, it is much more likely that their children will similarly value education. Similarly, if a parent does not emphasize education in the family, that alone will place their children at a higher risk of dropping out. The School District needs to recognize this issue and address it at an early age. For example, when a student arrives to register for kindergarten, or first grade where there is no kindergarten, school officials should be held accountable for investigating the educational background of the parent and, if necessary, targeting an at-risk student for extra support in school.

Ms. Pratte stated number six...reevaluate and strengthen the attendance policy. School officials and teachers were concerned about the fact that the high school attendance policy, which allows for a certain number of days to be missed each semester, seems to encourage absences. With these accepted days of absence, students seem to feel that they are entitled to a certain number of consequence free absences, which encourages truant tendencies. We recommend that the Board of School look into the attendance policy to ensure that it is really effective for the City's schools.

Ms. Fink stated finally I'll present our recommendations for the congressional delegation in Washington. First, fully fund special education under IDEA. By the Individuals with Disabilities Education Act (IDEA), which was reauthorized on November 19, 2004, the federal government is required to fund 40% of special education. Currently, the federal government funds only 13%. This disparity means that funds that could be spent elsewhere including on programs that would keep students on the road to graduation must be allocated to special education funding instead. We recommend that the federal government fully fund special education, as it is obligated to by this act. Number two...support educational needs to refugees in Manchester. As a refugee relocation center, Manchester has seen a significant influx of refugees in the past decade. While newcomers bring countless positive elements to the community, the number of students in school who need extra support in order to become proficient in English does place extra strains on the school system. We recommend that the federal government create a better line of communication between the State Department, which regulates the number of refugees who are relocated to Manchester, and the Department of Education, which is responsible for educating these newcomers. As we work to welcome and educate refugees into our community, we need to compensate the responsible education system to enable their active participation in their new country. We believe that by closing the gap in communication between the department that sends us refugees and the department that must find the resources to educate them would be highly

beneficial. Number three...continue to fund Safe and Drug Free Schools Act. We recommend that the federal government continue to fund drug and alcohol prevention under the Safe and Drug Free Communities Act. From the information gathered in our focus groups, we believe that drug and alcohol abuse among adolescents is one of the most important factors that limit a student's potential to graduate. With cutbacks in Title IV funding, vital prevention programs have had to be cut. We believe that anything that can be done to prevent drug and alcohol abuse must be done, including full funding by the federal government.

Ms. Fink stated we recognize that there is no single solution that will keep all students in school and that no one group and can solely responsible for solving the problems. The cooperation of Manchester citizens, enterprises and local government is an absolute necessity to any meaningful solution that will ultimately better the lives of Manchester's youth. Thank you for your attendance here tonight and we are open to any questions and/or feedback that you may have.

Ms. Pratte stated we're hoping we can answer your questions so that we can move forward with this process and know what the next step is for us. Thank you.

Alderman Shea stated my first question would be when you met with the congressional delegation in Washington, DC first of all did they offer any support and have they offered any support in any way toward your situation? Have you heard from them?

Ms. Pratte stated when we were there we got a verbal commitment from Congressman Shea-Porter and Paul Hodes that they really supported the work that we'd done and they supported our congressional recommendations. We met with Sununu and Judd Gregg's office aide and some positive feedback.

Alderman Shea asked what was that?

Ms. Fink replied they supported what we were doing but they wanted to see a copy of our white paper which was not finished at the time when we went to Washington, DC in February so we have sent them a copy of our white paper to review and then upon their review of the white paper they will decide whether or not they support it. When we were in Washington, DC the congressional recommendations that we provided you with tonight we went over with them and they seemed to support the idea fully of the IDEA Act by supporting that and they seemed pretty...

Alderman Shea interjected excuse me for interrupting did you get any thoughts and ideas from them?

Ms. Pratte asked at a national level or for the more local recommendations?

Alderman Shea stated you had a written...not a written but a verbal commitment from Shear-Porter and Hodes but nothing in terms of the others so will you be sending your recommendations down to them?

Ms. Pratte replied we're going to be sending them a copy of our white paper and we're hoping to get their endorsement of it and also one feedback that we got in general from them was that obviously these things take time at the national level but they hoped to remain engaged in the process.

Alderman DeVries stated I'm intrigued with a lot of your report but I guess first off I'd ask a little bit more about the legacy effect and if you have taken that thought process any further to really identify what you think might be some of the risk factors...things that the School administration should be looking for at that kindergarten or first grade level.

Ms. Pratte replied I think what we were sort of envisioning just from the feedback that we got in the focus groups was when a student would come to register a parent would come to register their kid at first grade or kindergarten level that the school would investigate how far that parent had gotten say had the parent graduated from high school or had they graduated from college so that the school would have a better sense of which students might be more at risk and I guess it would be more up to the schools to find the right support for those students but identifying them would be a good first step.

Alderman DeVries stated so that might be a questionnaire that parent to fill out asking things like how many hours do you spend reading with your child and those sort of risk factors.

Ms. Pratte stated right...just from the teachers and the school administrators the focus groups that we conducted it just seemed like that would be a really positive first step.

Ms. Fink stated another thought on that was that if there was some way to sort of track the kids through their kids like the whole background by the time they get to high school that file will still be there so that way when they're in high school and you know they're on the edge and about to drop out and let's say their parents had they can actually begin to really start paying attention to them but we're hoping they can start at a younger age and try and keep them involved in the school system.

Alderman DeVries stated additional question if I might and then I'll let others take some turns here. What I envision could be a very controversial piece for the student body would be the attendance record and taking away what you call the entitlement to absentee days. Is that something that you think has been vetted within the student body or has the discussion gone any further than your group or maybe I'm wrong in assuming that would be controversial.

Ms. Pratte stated I think it probably would be controversial but I think it's more just looking at it and making sure that it's kind of investigation within the School District about whether it's really effective now. Obviously, you can't say a student can't miss any days of school...there sicknesses and what not. The way it's set up right now it seems to encourage that those days are almost like given vacation days whenever a student wants to miss school and that really shouldn't be the way it should be. So we just recommend that the School District look into that.

Alderman DeVries stated of course we know that there's a piece but I don't know that it's going to be funded this next year but I don't think it made it entirely that would allow parents to become a little bit more interactive with the attendance of their students and I personally think that's going to be very helpful with truantism.

Ms. Pratte stated something interesting that we heard during our student focus group was that some of the kids were say well I can miss this much school and I don't get in trouble for it so why go to school. So when we heard a student say that we're like maybe this is an issue because it's coming from a kid in the Manchester school system and they feel I can just stay out when I'm not sick and there's no consequences and I can do that for a little bit of time and then I'll have to go to school eventually or I like it so much that hey why go to school at all. So then they are forced to repeat another year which creates this whole problem.

Ms. Fink stated I think you said you mentioned parents and keeping parents involved. Not all of the stuff that we summarized but that's not the whole booklet...if you go back to the parental focus group we talk about some recommendations for systems that have been implemented in other schools like Trinity, keeping parents more updated about a student's grades and their attendance.

Alderman Long stated first I want to thank you for this comprehensive plan here you obviously did your work, due diligence in your work and I certainly appreciate having this information in front of me. Just a clarification on the 200 Manchester students...were they in the focus groups or were they surveyed.

Ms. Fink replied they were in the focus groups and it just wasn't students, it was citizens...everyone.

Ms. Pratte stated we had six separate focus groups...it was probably about 30 students with students that had already graduated, students that were currently in the school and students that had dropped out...that was the student section. But, we also had community-based service providers, elected officials, parents, teachers and school administrators and the School Conduct Committee.

Alderman Long asked was there any data collected on reasons for dropouts...for example, the student/teach/parent initiative is I believe the place to start, however, I feel that there were some students that drop out are parentless or a parent that doesn't care to get involved whether it be cultural reasons or whatever...there's an array of reasons. Do we know...is there a breakdown of why students drop out?

Ms. Pratte replied before we started with the focus groups we gathered a fair amount of statistical information about the problem in Manchester and that starts on page 10 but we identified a couple of risk factors...this was before we had done the focus groups and then the focus groups kind of enriched our understanding but a student's more likely to drop out if they come from a lower income house...again, the legacy effects, the education of the parent. Ethnicity plays a role and incarceration...those were some of the more obvious statistical factors that we could identify/

Ms. Fink stated which we included in the white paper starting on page 10 and 11.

Ms. Pratte stated there's some graphs and information that we got.

Ms. Fink stated information pertaining to Manchester.

Alderman Long asked is there...this isn't an immediate problem that needs immediate attention, I think we all could agree with that. Is there an age appropriate or grade appropriate where you believe we would have the best initial impact on saving students from dropping out whether it be elementary, middle school.

Ms. Pratte replied I think resources have to be...it's really necessary at all ages and I think we got a lot of that feedback from the school administrators and the teachers as early as possible is really beneficial and that's why we had the recommendation about starting at kindergarten and first grade but also an important transition year is from 8th grade to 9th grade when a lot of students just fall off the map. So that's an important year, important transition as well.

Alderman Long stated very good and I thank you again.

School Committee Member Stewart stated first of all I just wanted to thank you very much for your presentation for the work this past year. You will note that not many School Board members are here this evening. Many of us work until after five o'clock so we're not able to be here at this hour so please don't take that as a level of disinterest but rather we'll share this in our Friday package with them and I'm sure it will got out to a number of our committees also so I wanted to make sure you knew that. I had a couple of questions about the action items that you talked about...the first one is not for the Board of School Committee but rather how are you going to let community partners know about your report

and encourage them to take the action steps because I don't recall that they were one of the groups that you were making a presentation to.

Ms. Pratte replied I think we were hoping...these full packets we've printed already and we're planning to hand out to members tonight and people here but we were hoping to make a more succinct copy with them, with just the recommendations and that would be going out to the wider community.

School Committee Member Stewart stated I could also recommend to you that the CEO's of the organizations, the community partners should probably get a full copy that they would be very interested in reading your full copy.

Ms. Pratte stated I believe they will be. We only have 100 copies right now so we could get them out tonight but they're going to be sent out to the ones that participated in the focus groups because they were a major part in getting all of this done.

School Committee Member Stewart stated so onto the questions I had regarding some of the action items you were talking about and the first was to pass a resolution to strengthen the role of youth in policy development, to increase graduation rates and school performance. It would be my opinion that one place to start is earlier than you worked on this year. This year you actually looked at a number of high school students and why they dropped out and why people thought high school students dropped out. But, one of the ways in addition to talking about alternative schooling programs for high school students...the group might work on with the Board of School Committee and the Board of Aldermen looking ahead would be to start at a much earlier point in time because we know that students as early as 3rd and 4th grade who struggle with reading and math are one of the most likely groups to drop out and so when you talk about the mentoring I know some of that was also on the high school level but it might be an opportunity for high school students to really make a difference by mentoring younger students and looking at those as possibilities. So, I wanted to make that suggestion in terms of what the group might start with to look at next year. A resolution this evening I don't believe we have a quorum of the Board of School Committee here this evening so we wouldn't be able to do a resolution this evening but the Mayor and I will both be at the Board meeting on Monday night and I think that's an item that we could add to the agenda to talk about possibly on Monday night...but just a recommendation there that I thought. Looking at a broader scope of students from particularly age levels and where the problem starts is also a good place to start. It won't show short-term results but it might show much longer term or beneficial results for us. Finally, I just wanted to ask a little bit more about class scheduling. Is what you're suggesting that one of the problems that students are feeling is that they are alerted too late or gain the knowledge too late about what the requirements are for graduation.

Ms. Pratte stated yes in our focus groups we had heard from students at Central saying that they don't know who their guidance counselors are, they never see them because they're so few of them and they were saying that I didn't know I had to take four years of a math college to get into college so now I have to take a math course over the summer or I have to repeat a year now because they didn't have that requirement for the colleges that they were applying to. And, we heard that story come up quite a few times and we've heard it from other Manchester high schools as well...the students that are enrolled there that are seniors saying if I had known freshman year that I had to take all of these classes I would have done it instead of taking TV programming or animation design classes that could be filled in a free period. They instead were missing out on math, science, a language that they would need and it would be necessary for them to have to enable themselves to get into college.

Ms. Fink stated I guess what we're envisioning is a more standardized clear guidelines of what's needed for graduation that all students would be really aware of freshman year.

Ms. Pratte stated like a list for the freshman.

School Committee Member Stewart stated interestingly enough that does go home to every family of 8th graders and 9th graders. There are open houses and so sometimes it's a two-way street and I think we all have to recognize that but not to be the least bit closed to the ideas that you have one of the thoughts might be and I know we've talked about this at the Board of School Committee is to have an advisory during the 9th grade year, an advisory each week so that students in smaller groups are meeting on a more regular basis to ask the same questions that sometimes need to be asked more than once because that advising is extraordinarily important as you mentioned talking to guidance counselors. So, great suggestions to start...thank you very much for your work.

Alderman Lopez stated I think you did an excellent job. I'm just wondering where we're going to go from here because I've heard this many, many times and I think in some of the focus groups that I attended the same things come up all the time....special education and stuff like that and the dropouts. Who's going to be the driving force to make sure that this doesn't just get put on the shelf, how is it going to be implemented to make sure that some of these recommendations are done by either the joint committee of Alderman and School Board or the School Board who has the authority within the schools...have you given that any thought?

Ms. Pratte replied I guess what we were hoping to come out of this meeting and I guess we don't really know how well this could be worked tonight but we were hoping that at least you could pass a resolution to keep youth involvement mandatory in any decision that the Board of Aldermen makes regarding youth or regarding the schools and I guess to resolve with our report about alternative education options to move forward with that.

Alderman Lopez stated that was my next question...alternative education. We seem to have some very good programs, why wouldn't we capitalize on success more so than finding new programs?

Ms. Pratte replied I think one of our recommendations is to increase the capacity of those programs that you're talking about the really successful programs like PASS and Ombudsman. But, also to continue to investigate new alternative education opportunities.

Alderman Lopez stated I attended and maybe the Mayor can comment afterwards but I attended something today that I thought was very unique...the Americanization Education '08 and this is making a presentation to presidential candidates as making it number one priority...we all know Iraq is number one and stuff like that and health care but education is to really tack it onto the presidential candidates as to what they're going to do once they become...whoever becomes President as far as education goes and Dean Kamen and Fred Bramante were there and it gave some very good perspective of education. We can't teach everybody the same and it talked about the State Education...eliminated to 180 days, for example, the 5.5 hours in a classroom and stuff like that. Have you looked into any of that that's been to change the state laws as far as making any type of recommendations?

Ms. Pratte replied actually Fred Bramante came to one of our meetings to present his new changes for the state such as the alternative education where if you have a music class that you're in in a high school but you play an instrument you can get a credit for it and we thought that that was something very interesting that we're willing to look into to promote that among the Manchester system because we knew it was being brought up to the School Board...that's what we last knew from Fred Bramante...I don't know how that panned out but he had said to just try and get it out to the Manchester school system as much as we could through the Mayor's Youth Advisory Council which is what we were trying to do like I had brought it up to my friends and stuff at school saying wouldn't that be cool if we could get a credit for being on the Mayor's Youth Council or something for a civics credit because we spend a lot of time doing that and I think a lot of kids would get excited about that new idea where I can get a credit for doing something that I like and I wouldn't have to sit in a class because maybe you tutor someone in something like a foreign language...it's something that I feel is a new idea and it's very good.

Ms. Fink stated I think we were just thinking as the Board of Aldermen and the Board of School continued to investigate these options that youth really remain as a real voice in the process and we would hope to collaborate with you as you continue to investigate these other options in the future.

Alderman Lopez stated my last question and I don't know if you've addressed it...what about discipline in school. Was that a major factor?

Ms. Pratte stated like students being suspended.

Alderman Lopez stated not being suspended but the people that are cutting up in school when doing the wrong things in schools...was that an influence on other people and not feeling like they belong to a school.

Ms. Pratte stated yeah and I think our recommendation about increasing peer-to-peer mentoring and tutoring...those kinds of opportunities and just keeping...a theme that went throughout our focus groups was students becoming less engaged in their school communities so I think that's definitely an issue that's on the table.

Alderman Lopez stated if you would comment on the education because you had the information and I think it was a very good program and it was put together good.

Mayor Guinta stated this afternoon I was with many other people not just in Manchester but in New Hampshire we're very pleased to take part in what's called the NOA which is being funded in part by the Bill and Melinda Gates Foundation and the sole focus is to try to improve education and school systems nationally and through one mechanism. One mechanism to do that is through the Presidential Primary process and try to get every presidential candidate on the record in a very deliberative and systematic fashion not just general education policy but very specified plans for education. One of the things that was noted and our state is no different that most change in education is going to happen at the local or state level. We have, I think, a very unique opportunity in New Hampshire and in Manchester given some of the challenges with West leaving...the fact that the MYAC kids since the inception of this organization are so involved in trying to improve education I think we have an opportunity here in the state's largest city and it's the largest School District to make a statement about what we can do collectively and in a non-partisan way to try to address some of the basic issues that we have. As I look through and just to talk a little bit more about the effort first of all it's important to note that it's a non-partisan effort, it's not a democrat or a republican way to teach children. It's a focused effort led by people across the country are Governor Romer, former Governor from Colorado is the spokesman. Today here from New Hampshire we had former Governor Jeanne Shaheen, we had Fred Bramante, we had Barbara Mosley who's the NH PTA President, we also had a couple of senators, a couple of state reps...really the focus was what can we do immediately to try to improve education and make it the forefront issue at the very least on the domestic agenda for the candidates seeking the highest office in the land and I think it's important because we're in a very different world today. We're trying to prepare students for a global economy, for a very different world than even when I went to high school. I think it's a very exciting opportunity and I was pleased to see so many people at the event there was over 100 people at the event just interested in talking about improving education. Some of the things that we're hearing from the Youth Advisory Council this evening I think are extremely fundamental in how we move forward in education and I've talked to the School District administration a little bit

but I think one specific area and we talked about this today...one million dropouts a year in our country...there is no reason in Manchester that we can't expand the PASS and Ombudsman Programs. The PASS Program just to talk about that it's only 90 kids out of the 17,000 almost 17,000 kids we have going through our school system in an annual basis we're only able to service 90, why not focus on expanding that program, it can't be expanded beyond maybe 130-135 because of the diminution of value you get as it becomes larger it becomes impacted but to answer the question of how do we utilize an existing program that is working and marry it with possibly a new program...put three feeder programs in our three high schools so we can expand that program to a few hundred kids each and every year. These are things we have to start talking about, these are things that...policy decisions that honestly are not going to be very financially costly but can change the life of a student going through our educational system and we have the alternative education bill that's going through Concord that's going to provide \$4 million...we ought to be focusing on trying to receive as much money from that bill as possible since it's being mirrored after a program that Jim Schubert runs and there's no reason why we shouldn't be able to...with the size of our delegation up in Concord there should be no reason that we can't continue to show the success of that program and meet the obligations and the needs here in our City so I'm very pleased that you're taking such a proactive approach. I would encourage you to follow-up with our congressional delegation not just on these issues but other issues. I think we do understand that change is not going to happen from the top down but we want their involvement and their input because we do get...let's face it...a lot of federal money...how we spend it is up to us but we do want to make sure we have the involvement. The community at large absolutely has to be involved, the Chamber of Commerce through Kathy Cook's initiative has been, has clearly shown their interest in trying to improve not only our school system but every student that comes out of our system. One of the things we learned today was not every child who graduates high school regardless of the district may not be prepared or as prepared as he or she should be for college...that's something that we ought to examine, we should acknowledge and do everything we can to improve that problem. It doesn't mean that we're not a good system, it doesn't mean that the school systems across the country but it does mean that we have vital areas where we need to improve them and I for one am thrilled that we have student involvement to this level to create a 50-page white paper to suggest and recommend not just to the School Board but to the Aldermen and to business leaders in the community how they think kids that are going through the system today can improve education. I think we ought to be listening to them, I think we ought to be acting...both Boards should be acting on some of these recommendations where appropriate and continue to dialogue that. I think it's a wonderful thing to see...this collaboration in something that is extremely, extremely important and with that I will continue with the questions.

Alderman Shea stated at the state level and I'm blessed to have one of the State Senator's here and across the hall as well...the Governor is in favor of raising the age from 16 to 18 has your group discussed this and are you in favor of it?

Ms. Pratte replied when we conducted the student focus groups I think it was really earlier in the year before the issue had really come to the front but I think the most important thing when they're making that decision is to keep youth involved in the process and before they make the decision in the State Legislature it's really important that they go out to the schools and they see how you feel about this and they really get the youth input...since we really haven't talked about the issue directly I think the most important thing is just to keep getting youth voices and keep youth involved.

Alderman Shea stated there's been a lot of focus on the dropout rate and the impression the people would get is that most if not all of the students that drop out are not achieving well. Are there other...is there another dimension to this, are there students who do very well that are either talented or gifted but say hey school isn't providing the kind of resources that I need to better myself...can you better respond to that please.

Ms. Pratte stated yes we certainly recognize that problem within our focus groups. Students were saying well I had to drop out and get a job, I was smart but I had to drop out and it's like well what are we saying to these low income families who need their students to go out and get a job but they can't finish their homework but they really are intelligent and that was some of the questions that we were getting and how do you respond to something like that.

Alderman Shea stated one of the responses that I would have is that possibly there might be some way that the School District could take into consideration classes at the middle or the upper elementary level for kids that are in fact talented and gifted so that in a sense that problem would probably not maybe exist because at that level these teachers would look into your legacy kinds of situations and say it is a poor family, these kids need a little bit of support and help maybe there's provisions that could be made so that when they reach say the 9th grade and they're at an age where they can obviously get a job, fake their ages and go in and work part-time 20 hours or so would that be a thought that should be passed on?

Ms. Pratte stated yes and going back to your question I think the class scheduling issue comes into play. I think when students...you were talking about students who are smart but they feel trapped in school or whatever. I guess one of the issues that came up in our focus groups was students who are forced to repeat classes that they've already had with the same teacher and they're not finding a connection there in that class and that's frustrating to them and I think that's an issue that relates to that as well.

Alderman Shea stated I noticed that some of the members are from different schools...Derryfield School, Trinity, Memorial and so forth. Within your group have you focused in on the differences within the curriculum and within the teaching abilities and so forth as far as students being subjected to classes and so forth.

Ms. Pratte stated yes we have. I attend Trinity High School and we were the ones that had the Edline Program, which is an on-line information center for parents and students to check each student's grades so the progress report is constantly up every day and students can go on and check it, have their own access code that gets mailed to them so that way students don't know what it is...an evil trick...but parents are able to check this and see how many days students have been absent and when we brought that up in the parent focus group they were like wow that's seem like a really good idea so that way we can track what our kid is doing and we can figure out what's going on and we were talking among ourselves as a group once we reviewed all the information from the focus groups and we realized there are major differences within each of our schools. I attend a private school so I'm not one of the public high schools but the ones that were were saying that they've experienced problems as far as being able to graduate like someone was missing a gym class credit I believe and she was afraid she was not going to be able to graduate because she didn't have it and things like that can be avoided and that's what we're trying to do.

Alderman Shea stated my last thought is that I certainly wouldn't be in favor of students being involved with say either the School District and so forth but before they become involved they should have a mentor in order for them not to feel left out when they go and sit there like a bump on a log, they should be able to be subjected to how that process works and what kind of involvement and how much involvement they may have in terms of contributing whether they're a non-voting member but their ideas can be funneled through their mentor...that's the thought I have, thank you.

Alderman Lopez stated the Latino community is the highest drop out rate. Is there anybody on the Advisory Council that's Latino?

Ms. Fink replied I don't think so, no.

Alderman Lopez stated that might be a recommendation to maybe try to get somebody on the Advisory Council so you can get a perspective of a comment that you made on the background of parents and such and where they go to work and where they have to supplement income and stuff like that. I think that's a population that regardless it's increasing in the City of Manchester as the school officials and everybody knows so I think it's a big problem in itself. I'd like to focus on where do we go from here. I don't want this piece of paper just put on a shelf and resolutions are fine but who's going to be responsible...that's the most important thing where the Youth Advisory Council would report to somebody and that somebody being the School Board first of all or a joint committee of Aldermen and School Committee members like we do with Buildings & Sites and such. If the Youth Council is going to be involved in this particular process it can be charged with certain things to give more detailed information as to the direction we're going to go in. I for one don't want to be next year or two years talking about the same thing because everybody and I'm sure during your research you found the same thing that

everybody was talking about and everybody has different white papers along those lines and that's not to downgrade what you've done because I think you've done an excellent job and represented the City of Manchester tremendously but I don't want it to go to waste. So I don't know if this should go to the School Board with such recommendations for a joint committee because the authority of the School Board as to what they need can be passed onto the Board of Mayor and aldermen during budget cycles.

Mayor Guinta stated I think the answer to the question is we have an elected Board of Mayor and Aldermen, we have an elected School Board and we have a School administration. It's incumbent upon us to determine how we want to proceed and how we want to leave Manchester as it relates to education. I know that this Board has talked very eloquently in the last 15 months about improvements that need to be made. We talked about additional goal setting, we've talked about supporting some of the programs that are clearly working in Manchester. We've talked about the interest with a lot of concern about what's going to happen with West but I think that this is a time for elected officials and for the School administration to be bold in New Hampshire and start with this document in front of us and I think it's incumbent upon us to determine what the next step is. At the very least at the School Committee meeting next week we can present this to the School Committee, we'll certainly add it to the agenda and see what recommendations can be possibly implemented that evening or go through the Committee process like we have here but I don't think any of us should simply accept this with thanks and let it collect dust. This has to be part of the future vision of how we improve education in our City. So, I for one will stand with anybody who would like to take on that challenge. It's not going to be easy. I think if we work on this issue in a very unified fashion like we have in others we can make more than just modest gains in how we deliver services as they relate to education. So, I will certainly work with anybody on either Board and the administration to make that a reality.

Alderman Lopez stated and I agree with you wholeheartedly and I would recommend something along the line that at the beginning of the school year '08 in September we should have maybe a meeting...we do have a aldermanic Youth Committee and after the School Board looks at it to come back in September...now that we have the first base how are we going to get to second base...that's what we need to know.

Ms. Pratte stated I think two things we were hoping from our recommendations...we had recommended passing a resolution to develop an annual report on the status of schools in collaboration with the Mayor's Youth Advisory Council, student governments and representatives from the School District and the Board of Aldermen.

Alderman Lopez stated if I may respond to that your Honor. Annual reports are fine. The problem with annual reports is you get them and then somebody else is here and you keep getting annual reports...I'd like to add piecemeal...in September when schools start for '08 what are some of the recommendations that we can implement, can we increase the PASS

Program and what the cost is...those are the things that have to go down in detail with the Mayor and the Board of Aldermen...if we're going to go to 130 students what is the cost, is there a supplementary budget. We can't wait for an annual report in order to...if this is such a hot issue, which I know it is nationally. From what I heard today I was impressed with the people that the Mayor has mentioned and we have to move forward, we know what the problem is, we have a high rate of dropouts and if we don't start implementing something we're going to lose as a community and so that's what I'm suggesting...come back in September after working with the School Board for some recommendations or cost factors of what we need or what they think we need and working with the Youth Council and stuff like that.

Ms. Pratte stated we are definitely interested in remaining involved in this process and that is why we had asked for the resolution to be passed that MYAC can still be part of this process and work in collaboration with you guys on this issue because it is something that we have worked really hard on and we would like to see changes start happening. We know that short-term might not be realistic but long-term we're hoping to see some changes.

Ms. Fink stated I guess another thing that we're interested in I know the Mayor had spoken about money that's coming in for alternative education and new programs and expanding the existing programs so I guess one of our recommendations was to pass a resolution to partner with us to explore options for alternative education I guess we'd like to have your feedback on that as well.

Mayor Guinta stated we could do one of two things. We could come up with a resolution here for this evening or we have a BMA meeting tomorrow evening maybe we could work with a couple of the Aldermen and my office to try to craft something to put something together for new business tomorrow evening to start with that phase at least and renew our commitment and acknowledge the commitment that we'd like to see from the MYAC group.

Alderman O'Neil stated first of all I just want to congratulate you for your work and thank you for your work. I think this is a fabulous document. I was just curious and I've only gone back and looked at the backup data very quickly and I may have missed it...you talk in your recommendations for congressional support in item 3 about fund Safe and Drug Free School Act and you have a statement "we believe that drug and alcohol abuse among adolescents is one of the most important factors that limit a students potential to graduate". Did I miss...was there any talk about what locally we could do regarding that and if there is I missed it.

Ms. Fink replied I guess it would be an oversight on our part if we didn't include...again and again in our focus groups we found that drug and alcohol abuse has a significant impact. I guess we would be in favor of continuing education programs within the schools. We weren't really addressing a community-wide strategy about attacking drug and alcohol abuse

but I think as it relates to the schools it's really important that programs that are already existing when they get cut that that's a problem and I think that was something that we recommend.

School Committee Member Herbert stated that was an area I was interested in. Just as a question to you...of those kids that have difficulty what role is it minor, moderate or great does alcohol and drug abuse play.

Ms. Pratte stated I know when we had our focus group with the School administrators and teachers and guidance counselors an issue that came up was that sometimes students come to a guidance counselor for help saying that they have a problem and they're missing school because of that problem and they want help but the rehab centers and resources for them aren't available. So I think that's one area where we don't have a lot of information about...statistically the impact of it...that's something that we could definitely look into in the future.

School Committee Member Herbert asked what's your impression?

Ms. Fink stated it's also brought up on page 10 as far as the administrator focus groups...they have brought up the drug and alcohol problem being something significant in Manchester that they had recognized and that's also in there if you want to take a look on page 10.

Ms. Pratte stated I think it's one of many factors and again just across the board there's no one solution and one way of fitting every student into a certain formula or something like that. I think for some students it's a major issue and for other students it could not be an issue at all. So I think continuing to address that but obviously that's not the only solution.

School Committee Member Herbert stated still focusing on that particular area, one of many I'm assuming...what about drug testing and that kind of thing?

Ms. Pratte replied I don't know I guess it wasn't an issue that we'd really considered as a group but I don't know whether when we heard about this from the focus groups whether it was so much an issue of using in school so I don't know how.

Ms. Fink interjected it was a problem at home which is what we had heard a lot of like use at home not so much in schools so I don't know...drug testing didn't really come up as far as an issue for us.

Ms. Pratte stated I think it's a really interesting idea.

School Committee Member stated when you say a problem at school...you mean the parents take drugs.

Ms. Fink stated it came out at home it's an issue so I don't know...we didn't elaborate on that, we didn't ask because that's kind of private but it came up as an issue being an at home thing not so much in school we didn't hear a lot of that being a problem.

Ms. Pratte stated again I think it's probably something that we could have looked into more...we sort of had a limited time and there's a lot of stuff we obviously weren't able to find out and we want to know more.

School Committee Member Herbert stated so the point I'm hearing is that for those kids that take it upon themselves to admit they have a problem and do so at school there is nothing, there is no feedback, there is no program.

Ms. Pratte stated it's probably too harsh to say there's nothing but I think we got feedback that the resources could really be expanded and sometimes when a students would come to a counselor and say they have a problem sometimes there was no place to refer them to because the stops in those places were full.

School Committee Member Herbert stated I think maybe it would be a good idea to look at the programs that exist for adults and see if there's some way that we can utilize those resources for the young adults we have who may be having issues in that area.

Mayor Guinta stated the Office of Youth Services does provide intervention for kids and there's some people sitting in the audience who spend quite a bit of time focusing on those things. It doesn't mean that we shouldn't be expanding on the program but there is a program that does exist through OYS. We have other programs that I think should be looked at from the non-profit world to see how we can collaborate with them and bring more attention to the issue not just on an adult level but for students as well. If you're in an environment, if your home environment is infested with drugs chances are as a student as I think we all would agree you're going to have a heck of a time getting out of that and getting on the right path but we do have services provided by Office of Youth Services that actually address through interdiction and programs to try to assist those students.

School Committee Member Herbert stated I understand they're out there I just thought I heard from the students that possibly they weren't effective at this point in time or don't seem to be.

Mayor Guinta stated I certainly this they're effective. I think maybe the question is are we providing enough resources to address the number of kids and that could be up for debate but I can tell you that the program I think we have is a very effective one.

Ms. Fink stated I think we really didn't look into the problem enough to really understand it but I think it's really important to continue researching with people who are really experts on it in the school system who see the problems.

School Committee Member Herbert stated one more observation and a question attached...80% of the employees or 75% of the employees in the district are teachers, they're professionals and I'm surprised that there isn't anything or nothing that I saw specifically that associated recommendations for teacher improvement and I was just wondering did I miss something, they are probably the single largest component of our force next to students and I was wondering were there any specific recommendations that I should think about?

Ms. Pratte replied we didn't actually make specific recommendations to teachers but I think our broader goal is that we really want to keep students engaged in their school community and I think the teachers play a very significant role in both identifying students at risk and also working to keep students engaged and interested in schools and I think from our teacher focus groups we got the feeling that teachers already know that that's a high priority and I think they work towards that and they need to continue working toward that.

Ms. Fink stated they're also included in our community-support recommendations because when we had said number two: "provide stronger relationships between students, teacher, parents of our community"...we're asking them to remain involved in that. We just didn't realize teachers...recommendations for them but they are definitely a large part of our recommendations as far as community resources to enforce attendance and as far as class scheduling...the legacy effect...having them recognize it at a young age.

Ms. Pratte asked did you have any specific ideas that you think maybe we should have?

School Committee Member Herbert replied I'm just curious about the fact that...teachers are probably the single most important tool and we do mentoring and do various things from the School Board side on the policy end and I was just wondering if there was anything the students were seeing that they would prefer to come out of their teachers. I think I saw indications that there are some areas that they weren't satisfied with the way they were being taught and that kind of thing and I was just wondering if there would be more work on that or more specificity as to what the kids were seeing that maybe could be done better?

Ms. Pratte stated I think one of our recommendations was to strengthen the role of student government. But I think it's hard just from what we did with a small focus group, it's significant but I think it's important that that kind of teacher issue to really get at student government...the wider pool of students and really hear from them as well on those issues.

Alderman Gatsas stated I was getting a look from Ashley like how come you haven't asked any questions yet. Certainly, I applaud you all because you've done great work...not only ask great questions at debates but you're done great work on this white paper. As I see it on page 4 you talk about different drop outs and how calculations are done whether it's during that course during the year or whether it's the time from the students is a freshman to a senior and I guess those are the questions that I look at and say specifically what do those mean...we have a community within the state in Franklin who turned their dropout rate around incredibly. We as a Board of Aldermen and also as School Board members...we have a \$10 million renovation that we're going to undertake at the School of Technology. Within that School of Technology is the PASS Program...I don't know how much of that \$10 million renovation has been talked about during the time we're building this school for expansion purposes. Obviously the PASS Program from the best that I can recollect from what we looked at last year there were some 90 kids and a budget of about \$325,000 to \$350,000 which is about \$3,600 per student. I wish we could educate the rest of our population in the City of Manchester for \$3,600 a student because we have some of the toughest kids in that program...I went through there with a variety of senators two years ago and the Governor started talking about the dropout rate and we listened to stories there about how they didn't fit in in classrooms and they were getting a better education through the PASS Program. So, we as a Board and also School Board members say that we should take a very hard look at what we're doing with a \$10 million renovation before we start talking about \$4 million that may come into a pipeline in two years and not have the space to accommodate an expansion in the PASS Program. It amazes me that this report talks about alternative education programs when two years ago we were talking about a budget and were presented with elimination of this program that I think you folks have found has been something that every student that has a problem should participate in and I'm sure that Jim Schubert and his staff would love to do it but I don't know if he's got the resources or the space. So, again, a \$10 million renovation is before us. We can't talk about expanding programs unless we take a look at what that is. We have a problem before us, I say how did Franklin fix it because I don't see any of that in your report so I would certainly have you come back to us and tell us how Franklin turned it around because they're from a very deprived social background in Franklin...the economics there are very low and I think it's important how we find out how they resolved their problem of a dropout rate and I'm not too sure if somebody drops out from Central and enrolls at Trinity or reenrolls at West if that's still considered a dropout and I'm not sure how that works in this system and I don't know if you've done that investigation but I applaud you for the work that you've done and I just say the burden is now on the two Boards to make sure the expansions are there to take care of the alternative education that we're planning on down the road.

School Committee Member Beaudry stated welcome and thank you for making this great presentation...the question I have as far as policy...the School Board makes the policies like Makin' It Happen...when they came before us and said that our drug and alcohol policy was weak especially for our athletes. You had stated that the policy for absenteeism is weak. Is

there any recommendations from the committee as far as what the School Board can do to make that more stringent. Currently, you have to have cause for being absent...you're supposed to bring a note into class to get back into your classroom...so how would you make it more stringent to keep the kids in schools but yet if you're ill or have other things as far as a death or illness or whatever that you have to attend something that you still have the privilege of being absent.

Ms. Fink stated can I ask a question first. I don't remember exactly...what is the exact number that they can miss?

School Committee Member Beaudry replied it's six days per quarter or they'll EL.

Ms. Fink stated thank you. We had heard in the focus groups some kids saying how it's easy for me to miss school and then forge a note. So we're just saying maybe we can eliminate how many kids are doing that by decreasing the number of days they can miss per semester...maybe four days instead of six...just some way that we can show them that maybe six days is too much because it is something that's there for you...it's a leeway...if you're sick you can miss school, if you have an appointment you can miss school but we feel this maybe encourages them leaving school in a way. We had also heard stories of kids being in class knowing that another kid had transferred out of that school and they'd still be on the roll call for the entire semester and it's like how does the school system not know that that kid was missing or in another school for that period of time...that was a question we had.

School Committee Member Beaudry stated if the Council can come up with some recommendations I'd like to see it from the student's perspective as how you feel because I actually think you're more stringent on yourselves than the School Board members. Thank you.

Alderman Roy stated I can't express my thanks for putting this white paper together...your group did a fantastic job. Reading through this and being at one of your focus groups it's interesting to see all the differences...who the questions got asked of and what their responses were. One of the questions just as a follow-up to Committee Member Beaudry's question...you mentioned earlier about people not knowing their guidance counselor. If a policy was put in effect that you could have four absences with the regular what we have in place now...bring a note in, you're accepted back but the fifth and sixth you meet with your guidance counselor...would that help?

Ms. Fink replied I think that's possible.

Alderman Roy asked do you think that would help get those children that abuse it in front of someone who's going to take a special interest in them to keep them in school and protect their future. I heard that recurring a number of times. The other thing that I wanted to say

that I got from Ashley's comments...I went on-line, I went through the Trinity Edline and I would ask from this Alderman's standpoint members of our School Committee or staff here what would it take financially to do that and I think that's something we should definitely look at and/or do we have things in place in our City School system that mirror that that could be adapted with the information that I just got from the Trinity website versus some of our other websites was fantastic and I'd like to see maybe get some of our students involved in producing those websites...the running joke is if you need to program your VCR find a 6 year old...I think if we need a website we can find a high school student. Again, thank you in seeing both sides of this I can't commend you enough.

Alderman Lopez stated at this time, at your suggestion, that we work on putting a resolution together and presenting tomorrow evening...we're having an Administration Committee meeting if you need us and tomorrow night we could pass a resolution and if it needed to go to committee the Chairman I'm sure would have the President and officials from the Youth Council if need be if that's important.

Mayor Guinta stated we do have an Administration Committee meeting tomorrow evening if the Chair would allow a last minute item added we could invite the MYAC group to the committee meeting and we could try to draft a resolution tomorrow during the day and attempt to get it passed so we would like to invite you tomorrow evening...6:15 I believe.

Alderman Roy stated I know there's an award ceremony for Central students tomorrow...we'd love to have you here but we also don't want you to miss something in your high school career.

Ms. Pratte stated I'm also working at the Presidential debates so I can't be in attendance...we can get a few students from our Council to be here tomorrow night...we may be able to meet ahead of time.

Mayor Guinta stated I think that works for us.

Alderman O'Neil stated clarification...that would be a resolution from the Board of Mayor and Aldermen...the Board of School Committee a separate resolution...thank you.

Mayor Guinta stated if you could maybe make yourself available during the day and talk a little bit. Any other questions or final questions from either Board. There were none. We thank you very much for participating.

This being a special meeting in joint session, on motion of Alderman Long, duly seconded by Alderman Pinard, it was voted to adjourn.

A True Record. Attest.

City Clerk